



YOUR GOALS



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Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of 18 certificate programs and 60 courses.

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CERTIFICATE PROGRAM LEADING MANAGEMENT TEAMS

6-course certificate series from Cornell University's
Johnson Graduate School of Management and School of Hotel Administration

LSM506 **Executive Decision Making**

LSM507 **Leading Through Creativity**

LSM509 **Unlocking Your Leadership Potential**

LSM510 **Key Challenges for Leaders and Their Teams**

HAME511 **Managing Change Initiatives**

HAME504 **Understanding Team Dynamics**



Course Experience—Program Quality

eCORNELL

Course Experience — How it Works

eCornell offers a proven, patent-pending model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:



Learning experiences that target individual competencies and skills



Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose



Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor



Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations



New skill development through interactive assessments and simulations

Program Quality Drives Motivation & Results

eCornell is not your typical e-learning experience. Our Structured Flexibility™ and active instructor facilitation provide course milestones that build motivation and result in industry-leading completion rates.



Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.



Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.



In the end, 95% of students would recommend to their peers that they take an eCornell course.



Certificate Leading Management Teams



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OVERVIEW

With the impending retirement of the baby-boom generation and a heightened focus on succession planning, the eCornell certificate Leading Management Teams is designed to provide leaders with the skills necessary to manage their own career and those of their direct reports.

This six-course certificate series, authored by management faculty at Cornell University, is grounded in research and the authoring faculty's experience with major corporate clients. The course content is designed to develop practical and applicable skills essential to managers charged with forming and sustaining high-performing teams.

In this series, participants undergo a 360-degree evaluation linked to Cornell University's Johnson Graduate School of Management Leadership Model and use the results to create a personal leadership-development plan. In addition, they investigate the following topics:

- Leadership transition
- The "three-wave pattern" as a model for managing team dynamics
- Generating new ideas for innovation in their organization
- Using both informal and formal mathematical methods for optimizing decision making
- Mastering organizational change tactics in the context of a management team
- Maximizing team-member contributions and improving team interactions

Component Courses

Leading Management Teams comprises the following six courses totaling 36 hours of learning:

- LSM506 Executive Decision Making
- LSM507 Leading Through Creativity
- LSM509 Unlocking Your Leadership Potential *
- LSM510 Key Challenges for Leaders and Their Teams
- HAME511 Managing Change Initiatives
- HAME504 Understanding Team Dynamics

*** Note: registration deadline for LSM509 is 30 days prior to course start date.**

Target Audience

This certificate series is designed for managers at all levels of the organization, especially those who are responsible for leading or who aspire to lead high-performing management teams. It is also appropriate for managers who have recently assumed or expect to assume increased management responsibility.

Accreditation

Participants who successfully complete the six courses in the series receive a Leading Management Teams Certificate from Cornell University's Johnson Graduate School of Management and School of Hotel Administration.



Course Overview

In today's competitive business climate, it is imperative that executives know how to make key decisions quickly and decisively. Strategic decisions often entail considerable risks and can have long-range implications for the organization. In this course, participants will learn how to apply formal decision-making processes in order to reduce risk and choose the best course of action for their organization. They will learn methods and techniques for making critical decisions in a challenging environment with limited time and resources. This course focuses on how to maximize available assets, identify risks and obstacles, and gather the necessary data for an informed decision-making process.

Target Audience

This course is a priority for executives, managers, and team leaders responsible for their organizations' strategic and operational decisions.

Organizational Outcomes

Participants who complete this course will be able to:

- Gather crucial data and resources to inform the decision-making process
- Identify appropriate situations for involving others in a decision-making process
- Ascertain risks, uncertainties, and ambiguities in an executive decision-making environment
- Overcome organizational factors that complicate decision making
- Apply formal methods such as decision trees and Bayesian analysis to arrive at appropriate decisions

Course Benefits

In this course, participants learn about:

- Obstacles and limitations in the executive decision-making process
- Variables that affect the quality and effectiveness of decisions
- Data and resources necessary to inform the decision-making process
- Framework of strategic decision making
- Formal methods of executive decision making

Certificate

This course is part of the following certificates:

- **Executive Leadership**, from Cornell University's Johnson Graduate School of Management, and School of Hotel Administration
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

Faculty Author

Judi W. Brownell, Ph.D.
Professor
School of Hotel Administration
Cornell University



Course Overview

Organizations that understand the creative process and foster this with employees find themselves at the top of their industry. They know how to harness the creative power of their workforce to develop new products and services. The creative process that leads to this type of innovation is often veiled in mystery and the misconception that one must be gifted to be creative. Creativity, however, is as much a matter of technique as intelligence. In this course, participants will learn a series of individual and group techniques designed to cultivate organizational creativity and the development of new ideas. Participants will learn to enhance their capacity for creative thought and will be able to use their abilities to develop their organization's ability to be innovative, resulting in increased market share and profit.

Target Audience

This course is critical for executives, managers, and team leaders who are responsible for the growth and development of their organization. It is also crucial for any professionals who want to develop and enhance their own creative thought process.

Organizational Outcomes

Participants who complete this course will be able to:

- Greatly expand their own capacity for creative thought
- Foster creativity throughout a department or organization
- Utilize techniques for developing creative approaches to business challenges
- Identify and overcome features in an organization that limit creative potential
- Recommend steps to foster creativity

Course Benefits

In this course, participants will learn about:

- Individual and group techniques for generating new ideas
- Organizational and individual benefits gained from developing creative potential
- Creative development and tendencies that inform creative potential
- Creative approaches specifically targeted to business challenges
- Assessing creative development in individuals and groups
- Characteristics of creative organizations and how they can be applied to enhance productivity and profitability

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- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

Faculty Author

Florence Berger, Ph.D.
Professor
School of Hotel Administration
Cornell University



Course Overview

Leaders are not born; they are developed. This course helps managers identify and enhance the particular leadership style that matches their personal strengths. By providing participants with a range of assessment tools, this course builds critical leadership competencies essential to career development and advancement. As part of their pre-work for the course, participants complete an online 360-degree evaluation linked to Cornell University's Johnson Graduate School of Management Leadership Model. They use the results of the evaluation to create a leadership development plan designed to guide their career development.

Target Audience

This course is invaluable for managers at all levels looking to assess their strengths and weaknesses as a leader, and for those members of an organization who wish to grow into more effective leaders.

Organizational Outcomes

After completing this course, participants will be able to:

- Identify leadership strengths and weaknesses in the context of their own career using self-assessment and feedback from colleagues
- Develop strategies to build a network within your organization to support your leadership development
- Create a development plan you can use to address leadership weaknesses and build competencies

Course Benefits

In this course, participants will learn about:

- Four proven Leadership Models
- Factors leading to career success and derailment
- How your assessment of your leadership strengths and weaknesses compares to your peers' assessment of your strengths and weaknesses

Certificate

This course is part of the following certificates:

- **Leading Management Teams** from Cornell University
- **Business Leadership Skills for Human Resource Professionals**, from Cornell University's School of Industrial and Labor Relations, School of Hotel Administration, and Johnson Graduate School of Management

Faculty Author

Michael J. Hostetler
Director, Leadership Studies
Johnson Graduate School of Management
Cornell University

LSM510 Key Challenges for Leaders and their Teams



Course Overview

As managers take on new roles and responsibilities, the risks and consequences of failure become much greater. In this course, participants gain skills in identifying and overcoming the obstacles and pitfalls they may face at different stages of their careers. Participants create a personal leadership development plan to guide them through leadership transitions and make them more effective managers and members of their organizations. They also develop strategies for creating and sustaining high-performing teams. The course includes the opportunity to register for individual or group coaching sessions as a follow-up activity to further reinforce and tailor the program.

Target Audience

This course is ideal for managers and executives at all levels who have been promoted to positions of increased authority or who are looking to create and sustain a high-performing team that adapts nimbly and effectively to new projects.

Organizational Outcomes

After completing this course, participants will be able to:

- Define the leadership skills and competencies needed to improve their own performance and the performance of their team
- Implement an action plan that outlines the required leadership skills to be developed, specific actions needed to acquire those skills, and a timeframe for doing so

Course Benefits

In this course, participants will learn about:

- The three stages of leadership development
- The three-wave pattern of project-related team dynamics
- The characteristics of a high-performing team
- Strategies for team assessment and development

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Faculty Author

Michael J. Hostetler
Director, Leadership Studies
Johnson Graduate School of Management
Cornell University



Course Overview

With emerging technologies and expanding global marketplaces, it is imperative that organizations become highly proficient in driving their change agenda. Whether diversifying, downsizing, merging, reorienting business, or developing new management structures, organizations must be able to effectively carry out change initiatives to remain productive and competitive. In this simulation, participants learn to assess organizational readiness and their own ability to facilitate change. Working with a comprehensive organizational change scenario, this experiential exercise provides an opportunity for participants to learn by doing and to assess their own effectiveness in facilitating change.

Target Audience

This course is fundamental for managers, supervisors, and team leaders in any organization who want to learn how to successfully initiate organizational or departmental change.

Organizational Outcomes

After completing the course, participants will be able to:

- Evaluate an organization's level of readiness and willingness to change and use techniques to bring it to an acceptable level
- Identify and minimize a manager's frustrations in implementing change initiatives
- Develop and implement an effective methodology for carrying out a successful change initiative

Course Benefits

In this course, participants will learn about:

- A systematic approach to successfully leading change initiatives
- Strategies for lessening resistance to change within an organization
- Using organizational charts as a tool for organizing change initiatives
- Analysis tools used for understanding the forces that drive and resist change

Faculty Author

Cathy A. Enz, Ph.D.
Professor
School of Hotel Administration
Cornell University



Course Overview

If organizations are to remain productive and maintain a competitive advantage in this fast-paced, constantly changing, global economy, it is essential that they understand how to create and utilize effective work teams at all levels of the organization. When well managed, teams improve productivity, innovation, and the likelihood of success. Ineffective teams lead to frustration and the loss of time and productivity. In this course, participants will explore the dimensions and inherent benefits of a well-organized, synchronized team and how to develop a systematic and concrete approach to organizing individuals into a highly effective, productive, and cohesive work force.

Target Audience

This course is critical for all levels of managers, supervisors, and team leaders who need to organize their employees into productive, innovative teams.

Organizational Outcomes

After completing the course, participants will be able to:

- Organize employees into effective teams at all levels of the organization
- Assess group interaction and team effectiveness
- Establish clear, relevant team goals
- Create and implement a system of group norms to ensure efficiency and productivity
- Foster team agreement to establish common goals and values

Course Benefits

In this course, participants will learn about:

- Benefits and characteristics of an effective team
- Characteristics necessary to form achievable and productive team goals
- Roles and functions of team members
- Skills and strategies necessary to organize and manage a team
- Communication structures and characteristics of a well-functioning team

Faculty Authors

Florence Berger, Ph.D.
Professor
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Judi W. Brownell, Ph.D.
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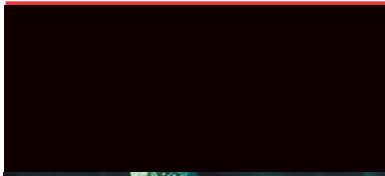
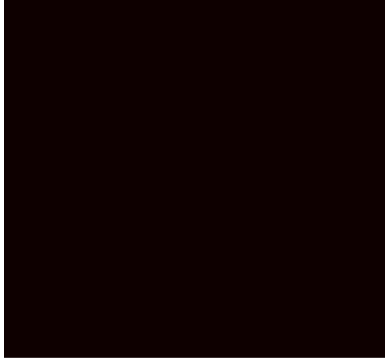
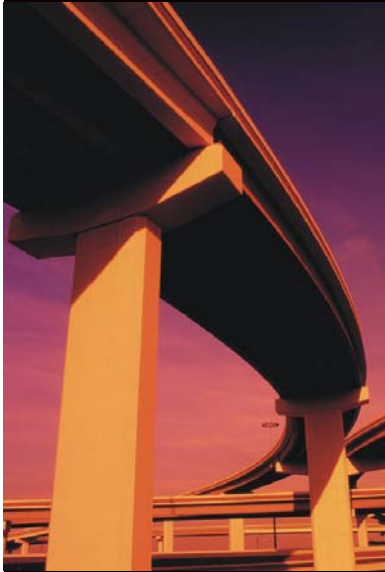
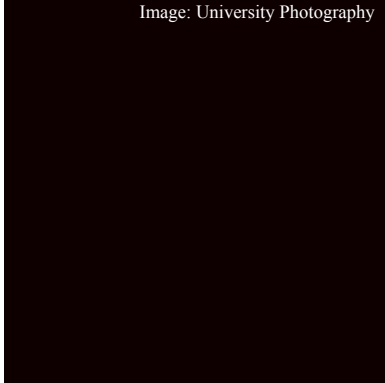


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eCORNELL

In 1865 Ezra Cornell had a vision.

“I would found an institution where any person can find instruction in any study.”

Established as the land-grant university of the State of New York, Cornell University has an extension and outreach mission unique to the Ivy League.

eCornell is the next step in achieving the vision.

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